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North Bow Community Facility Board Recreation Facility Needs Assessment and Feasibility Study













Final Study

March 27th, 2006

Randall Conrad and Associates Ltd.



Letter of Submittal

March 27, 2006

North Bow Community Facility Board Attn: Bruce Vollob #34 4th Street Langdon, Alberta TOJ 1X1

RE: NEEDS ASSESSMENT AND FACILITY FEASIBILITY STUDY

Dear Bruce.

Please find attached the final study document for the above noted study.

We are confident that its contents are in line with the terms of the assignment and that the recommendations reflect an exciting but affordable approach to facility provision in the Bow North Recreation area in the years to come.

Please use this as a tool for future progress and do not hesitate to cal us if you have any questions or concerns.

Thank you for the opportunity to work with the North Bow Community Facility Board and Bow North Recreation Area public,

Sincerely,

M. Roma

Free autine Commons

Executive Summary

The following needs assessment and feasibility study has been prepared by Randall Conrad and Associates for the North Bow Community Facility Board.

The purpose of the study was to identify community needs for recreation facilities, develop a facility program to meet majority needs, and identify the capital and operating costs of this facility program to understand the impacts of development of the residents of the Bow North Recreation Area.

Needs were identified through successful surveys and meeting with the general public, local user groups, students, and the business / developer community. The needs identified included:

Types of indoor facilities identified:

- Field house / gymnasiums space that can also accommodate banquets, shows, and other special events (with walking track and climbing wall),
- Indoor ice arena,
- Indoor leisure aquatics centre,
- Community meeting / program rooms,
- Fitness / Wellness centre,
- Child Play area, and
- Library area.

Types of outdoor facilities identified:

- Ball diamonds (4),
- Soccer fields (2),
- Picnic Area.
- Outdoor Rink,
- Outdoor Water Spray Park, and
- Trails.

Based on the needs assessment data and further review of existing facilities in the market area, the costs of development (capital and operating) and under the guidance of the study team, the Board refined a facility concept model featured on the following pages with associated capital costs identified as follows:

Phase	Facility Component	Tota	al Capital Cost
	Fitness / Wellness Areas	\$	12,589,111
Phase I	Health Services Spaces		
	Child Play		
	Climbing Wall		
	Meeting Rooms		
	Ball Diamonds		
	Trails		
		1	
Phase II	Field House	\$	7,416,479
	Walking Track		
	Soccer Pitches		
	Trails		
	1		
Future Phase	Indoor Aquatics	\$	9,372,576
	T		
Future Phase	Library	\$	2,814,240
T		\$	32,192,407
Total Project Capital	Total Project Capital Costs		

The impacts of developing Phase I and / or Phase II of development, based on different levels of community fundraising (identified as non-tax supported funds) is as follows:

Estimated Residential Tax Increase Per \$100,000 Assessed Value				
	Phase I	Phase I & II		
Operating Costs (Annual)	\$182,234	\$176,466		
Capital Costs (Total)	\$12,589,111	\$20,005,591		
Est. Tax Increase: \$5M Fundraising	\$152.69	\$262.95		
Est. Tax Increase: \$10M Fundraising	\$77.53	\$187.79		
Est. Tax Increase: \$15M Fundraising	n/a	\$112.63		
Est. Tax Increase: \$19M Fundraising	n/a	\$37.39		

The Board now must move forward in attaining further community funding, secure a site for development and commence detailed design work so that construction can begin, and ultimately, community needs be met.



Acknowledgements and Credits

This North Bow Community Facility Board needs Assessment and Feasibility Study could not have been prepared without the involvement, cooperation and hard work of many individuals.

Acknowledgement, credit and sincere appreciation go to:

- The many key Community Volunteer Organization representatives that responded to our inquiries through interviews and group questionnaires;
- The staff, teachers, and students at local schools for their assistance and input in the public consultation process;
- Members of the general public who completed the household survey and attended review open house;
- M. D. of Rocky View Elected Officials, staff and administration;
- Facility operators from across the Province who provided information for the operating cost estimates portion of the study;

And last, but not least:

- The North Bow Community Facility Board members:
 - Gordon Mowat, Chairperson
 - Jim Rheubottom, Treasurer
 - Bob Thomson, Secretary
 - Corrie Carrobourg, Vice Chairperson
 - Loris Freysteinson
 - Katherine Winkler
 - John Burns
 - Gary O'connor
 - Trish Henry
- Community contacts:
 - Doug Cavers
 - Charlene Stern
 - Shelly Kinley
 - Jerry Isley

- Norm Shanahan
- Kim Cormack
- Teresa Vollob
- Bruce Vollob
- Dereck Gustavson
- Peter Loats
- Gord McFayden
- Deb Shanahan
- Dave McKinnon
- Shelly Jessey
- Kelly McMullen
- Ron Tuck
- Becky Turner

- The consulting team:
 - Randy Conrad, Randall Conrad and Associates Ltd.
 - Mike Roma, Randall Conrad and Associates Ltd.
 - David Edmunds, Graham Edmunds Cartier Architecture

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1.0 Introduction

The North Bow Community Facility Board currently consists of 22 people representing 16 local service organizations and the public at large in the M.D. Rocky View Recreation Area #10. The Board was formed in March of 2004 to explore the development of recreation facilities to serve the M.D. Rocky View Bow North Recreation Area #10. The Bow North Recreation Area encompasses the communities of Langdon, Indus, Shepard, and Dalemead. The ultimate goal of the Board is to develop a recreation facility in the Bow North Area. In order to further understand community needs and what the impacts of meeting these needs would be, the group was required to develop a Needs Assessment and a Feasibility Study for recreation resource development.

In June of 2005, the Board retained the services of Randall Conrad and Associates to complete a Needs Assessment and Feasibility Study for the Area.

The following Needs Assessment and Feasibility study includes an analysis of the areas' population characteristics, recreation facilities in the market area, and a preliminary look at recreation facility trends as well as results from the public consultation process, facility program development, capital and operating cost projections, and an impact assessment.

2.0 Purpose and Methodology

The purpose of the study process was to:

- analyze population in the area to understand local demographics as well as projected population growth,
- gather input from the user groups, students, and general public in the Bow North Recreation Area
- based on community needs, develop a facility development concept with associated capital and operating costs,
- Analyze the impacts of facility development on the community.

The prescribed methodology included the following techniques:

- 1. User Group Survey sent to various organized groups throughout the Region,
- 2. Student survey administered at Langdon School,
- 3. Public survey sent to all households in the Bow North Recreation Area,
- 4. Focus groups administered with representatives from various local stakeholder groups,
- 5. Review of secondary research data including population and trends information,
- 6. The development, with an independent architecture firm, of a facility development concept with associated capital and operating costs,
- The assessment, in consultation with the M.D. of Rocky View, of what the impacts of development could be to the residents of the Bow North Recreation area, and
- 8. Hosting a public review open house to discuss the findings and results of the process with the public and gather feedback.

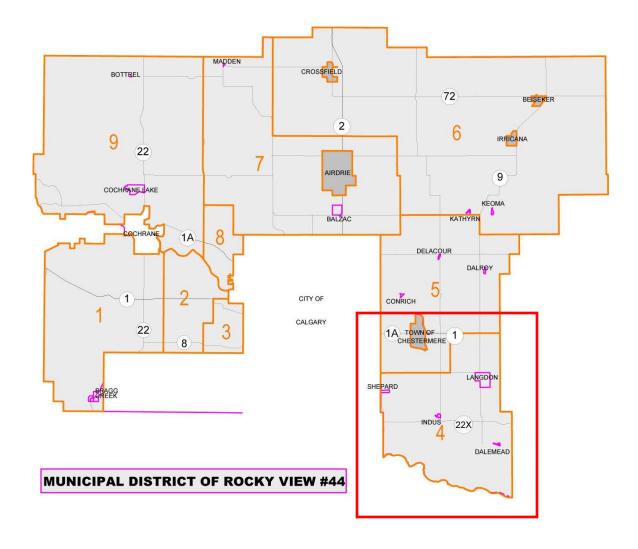
2.1. Reliability of Survey Data

The user group survey and personal interview information are completed to give an indication of where priorities lie for each, but cannot be considered statistically significant, or representative of the entire user group communities.

The public survey was reliable +/- 4.38%, 19 times out of 20 as there were 403 returns from 2,060 mail outs.

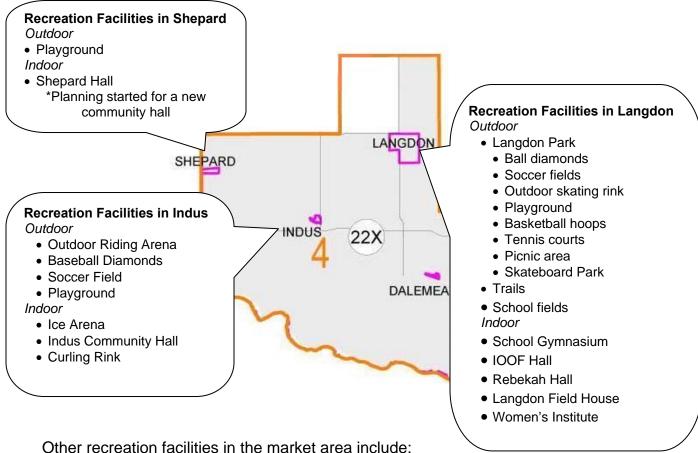
3.0 Regional Recreation Profile

The study area, as it pertains to the Needs Assessment and Feasibility Study development, encapsulates the Bow North Recreation Area (#4 on the following map).



Recreation facilities in the Area 3.1.

The Bow North Area currently has indoor recreation facilities including: an ice arena, curling rink, school gymnasium, and five community halls. recreation facilities in the area include: ball diamonds, soccer fields, playgrounds, trails, riding arena, tennis courts, basketball hoops, skating rink and picnic areas. All of these facilities are located through the Bow North Recreation Area as follows:

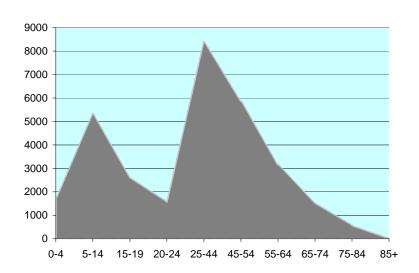


- Chestermere Recreation Centre
- Strathmore
 - arena (twin)
 - curling rink
 - aquatics centre
 - civic centre
- City of Calgary (East Side of City)
 - 8 arenas
 - 5 athletic parks
 - numerous community centres
 - 4 indoor pools
 - 2 leisure centres
 - 5 outdoor pools
 - 6 skate board parks

4.0 Population Analysis

4.1. M.D. Rocky View

The population of the entire M.D. of Rocky View in 2001 was 30,685 (StatsCan). Although there has not been another Census since 2001, M.D. administration estimates population of the entire Municipality to be 35,620. This estimated growth represents an annual growth rate of 3.8%pa. The age demographics of the municipality in 2001 were as follows:



M.D. Rocky View Age Breakdown

Of the total M.D. population, 6.8% are over the age of 65 while 31.4% are under the age of 20. The largest age category is the 25-44 years (27.3% of the population) followed by the 45-54 (19.1%) and 5-14 (17.3%) age categories.

As compared to the Provincial averages, the population breakdown for the M.D. does relate some anomalies:

- The percentage of population over 65 (seniors) in the M.D. is 6.8% while the Provincial average is 10.3%.
- The percentage of population under 20 (youth) in the M.D. is 31.4% while the Provincial average is 28.3%.
- Therefore the population of the M.D. for youth is higher than Provincial averages and for seniors the opposite is true.

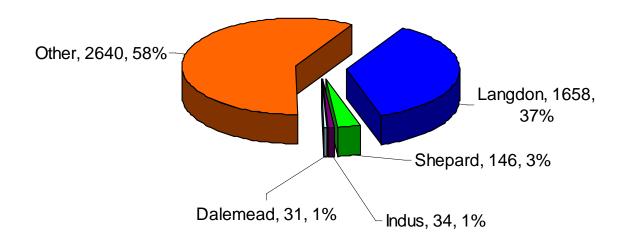
4.2. Bow North Recreation Area

The population of the Bow North Recreation Area in 2004 was estimated by M.D. Administration, at 4,509 (3,600 in 2000¹). It is reportedly the third largest area in the M.D. of Rocky View, behind Rocky View West (9,747 est.) and Bearspaw-Glendale (4,836 est.).

Estimated Population (2004)				
Area	Est. pop.	% of total		
Rocky View West	9747	27.4%		
Bearspaw-Glendale	4836	13.6%		
Bow North	4509	12.7%		
Airdrie	4353	12.2%		
Ranch Lands	4152	11.7%		
Chestermere-Conrich	3235	9.1%		
Irricana	2480	7.0%		
Crossfield	1405	3.9%		
Beiseker	541	1.5%		
Madden	357	1.0%		
Total M.D. Rocky View	35615	100.0%		

The population of each community within the Bow North area can be broken down as follows (based on 2004 M.D. Rocky View estimates):

Bow North Population Breakdown



8

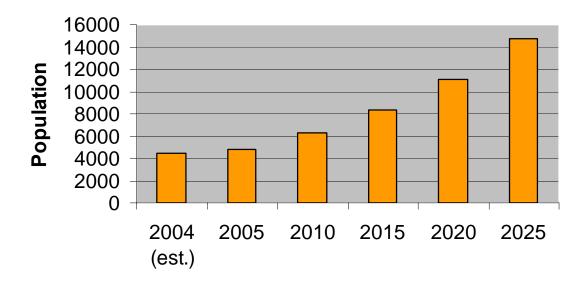
¹ Most recent census of this area was completed in 2000

4.3. Population Projections

The population of the Bow North Area is estimated² to have increased 5.8% per year over the years 2000 through 2004. Using this growth rate as an expected growth scenario to project future population in the Area indicates a cumulative population growth of the Area of 226% over the next 20 years (reaching 14,703 in 2025).

Population Projections (5.8%pa growth rate)						
	2004 (est.)	2005	2010	2015	2020	2025
Langdon	1658	1754	2324	3079	4080	5407
Shepard	146	154	205	271	359	476
Indus	34	36	48	63	84	111
Dalemead	31	33	43	58	76	101
Other	2640	2793	3701	4903	6497	8609
Total	4509	4770	6320	8375	11097	14703

Bow North Population Projections



Other estimates from the M.D. indicate that the population in Langdon alone could reach over 7,300³ based on residential development either approved or under review. If this is the case, the above noted projections could be increased dramatically.

² As estimated by M.D. Rocky View Administration, 2004

³ As estimated by M.D. Rocky View Administration, 2005

5.0 Recreation Facility Development Trends

Research has shown that the leisure time of Canadians has been constantly increasing in importance in the past decade. Over half of the nation's population view leisure time as equal to, or more important than, work time. demonstrates that leisure time is becoming increasingly important in the personal development and quality of life for most Canadians. This increasing importance of leisure time has been countered by longer workdays, shift work regimes, and changing work environments. Working Canadians⁴ average 7.8 hours per day of work and only 5.8 hours of free time. Of this free time, one hour is dedicated to active leisure. The scarcity of free active leisure time for Canadians equates to a demand for more value-added activities. Value-added can come from the ability to recreate at any time throughout the day (i.e. accommodates shift workers) or the availability to have simultaneous recreation opportunities for the entire family (i.e. incorporating family time with active leisure). These two value-added concepts are achieved by offering a variety of simultaneous, spontaneous recreation opportunities in close proximity to each other. The main reasons why people participate in recreation activities are determined to be for pleasure, physical health/exercise, relaxation, to spend time with friends, to enjoy nature, and for a challenge.

Leisure participation and activity choices change depending upon age of the participant. As we age, the appreciation for physical well-being increases. The baby boomers (currently aged 36-55) represent a large age demographic in the Bow North Area and have unique recreation needs. The demand for exercise oriented, low-impact activities such as aquatics, fitness classes/weight training, golf, etc... are increasing; as well as co-ed activities directed at couples and activities that can be enjoyed spontaneously (i.e. without major preparation, coordination, or waiting time).

This trend suggests that recreation facilities must be programmed and designed to respond to the needs of this adult majority and at the same time provide activities youth including more demanding physical activity outlets. This heralds a new approach to delivery and the provision of spaces, which provide for activities most often associated with lessons and programs in combination with spaces that can host a variety of activities for adult groups seeking unstructured spontaneous opportunities which promote health and socialization. New aquatic facility development more often responds to the need for "attractive" amenities and multi-use spaces, (rather than dedicated spaces) that appeal to a broader spectrum of users than those dedicated to aquatic training or developmental aquatics activities.

⁴ Overview of the time use of Canadians in 1998, Statistics Canada

The **Leisure Mall** concept incorporates a variety of different recreation and leisure services and opportunities into a facility. Although this concept primarily deals with larger multiplex facilities, the premise can be applied to all recreation facilities. The idea promotes the concept of families recreating together at a common location, provides broader choice for participants, promotes participation in many activities (through exposure to a variety of activities), increases opportunities for socialization and spectator activity and, last but not least, it creates a concentrated market (critical mass) that opens the door for greater profitability in food, beverage, and retail sales. Ideas such as retail lease space, facility sponsorship, and fitness facilities are possibilities in an aquatics center model and, where developed, are proving to reduce the operational costs for such publicly funded facilities.

Another trend, applicable in the programming area of recreation facilities, is the concept of providing **spontaneous recreation** opportunities as opposed to programmed/structured opportunities such as scheduled public swimming lessons, or ice arena rentals. Unstructured recreation opportunities fit into today's busy lifestyles and require little commitment or planning in order to participate. Therefore, recreation facilities that offer this type of programming and have the infrastructure to do so, are becoming more sought after by all participants and becoming a major operational feature of today's successful recreation facilities.

6.0 Public Consultation

The public consultation process for the Recreation Facility Needs Assessment includes all facets of the public. The following methods have been / will be used in collecting data from the Bow North population:

- A household survey (sent to all households 2,060 in the Area)
- A user group survey (sent to 17 user groups 30 user groups contacted)
- A student survey (administered to Grade 6 students at Langdon School)
- Focus groups with user groups representatives (to be conducted in Fall, 2005)

The results of the consultation process to date are presented in the following sections:

6.1. Household Survey

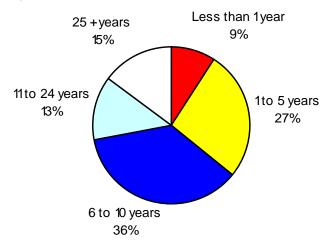
Households were consulted through a mail-out survey that was sent to 2,060 households in the Bow North Area. In total, 403 surveys were returned for a return rate of 19.5%. At this level of response, statistical significance can be claimed at +/- 4.38%, 19 times out of 20. The following summary outlines the results of this survey.

The survey contained 14 questions that asked about the household, the use of existing recreation facilities, and the possible development of new recreation facilities. Note: Questions which percentages do not sum to 100% indicate that not all respondents answered the question.

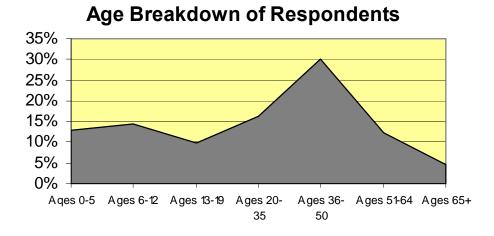
6.1.1. About your household...

When asked about the length of residence in the Area, 15% of households resided in the Area 25+ years, 13% resided in the Area from 11-24 years, and 36% resided in the Area 5 years or less.

Length of Residence in the Area



The age representation of responding households was gathered by asking respondents to indicate the number of household members in each age category.



The 403 respondents indicated household representation of 1,270 residents. This demonstrated a slightly higher 0-5 portion of the population as compared to the actual age demographic in the Area according to Statscan 2001 although responding household demographics and actual area demographics are quite similar.

- The demographic breakdown of responding households has 5% of the population over the age of 65 while the actual population in the Area is 6.8%.
- The proportion of responding household population under the age of 20 was 37% as compared to actual demographics of 31.4% under age 20.

Do you expect to live in area 5 years from now?

Respondents were also asked whether or not they expect to be living in the Area five years from now. In total, 91% answered yes to this question.



6.1.2. About use of existing recreation facilities...

Respondents were asked about visitation of existing recreation facilities in the Bow North Area. Those facilities that were visited "At Least Once Per Week" (during prime usage season) are identified as follows (with geographical breakdowns):

Donale	Total	
Rank	Total	
1	Trails – Langdon (29%)	
2	Playground – Langdon (24%)	
3	Ice Arena - Indus (17%)	
4	Soccer Fields - Langdon (15%)	
5	Ball Diamonds / School Fields - Langdon (12%)	

Conversely, respondents indicated that they "Never Visited" the following facilities:

Facilities Never Visited (% of total)

Rank
Total

Sheppard Hall (88%)

Tennis Courts - Langdon (87%)

4 Soccer Fields - Indus (84%)
5 Baseball Diamonds – Indus (83%)

3

Outdoor Riding Arena - Indus (87%)

Respondents were also asked to identify the importance they place on existing recreation facilities, regardless of current levels of use or visitation.

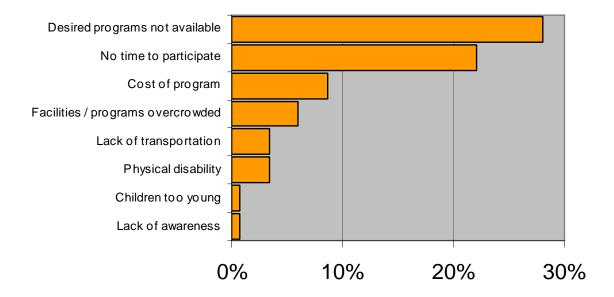
Facilities Deemed "Very Important" (% of total)			
Rank	Total		
1	Playground – Langdon (51%)		
2	Trails - Langdon (50%)		
3	Ice Arena - Indus (44%)		
4	School Gymnasium - Langdon (43%)		
5	School Fields - Langdon (41%)		

The most important facilities to residents were the playground and trails in Langdon and the ice arena in Indus.

Facilities Deemed "Not Important" (% of total)			
Rank	k Total		
1	Shepard Hall (53%)		
2	Outdoor Riding Arena - Indus (51%)		
3	Playground – Shepard (47%)		
4	Ball Diamonds - Indus (44%)		
5	Soccer Fields - Indus (43%)		

Respondents were also asked about barriers to participation at existing recreation facilities. Of those respondents who answered the question, 28% stated that the "desired programs are not available", 22% stated that they had "no time to participate", while and 9% stated that the "cost to participate" was too high.

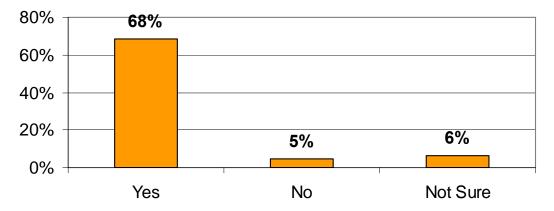
Barriers to Participation



6.1.3. About the development of recreation facilities

Respondents were asked a number of questions related to the development of new indoor and / or outdoor recreation facilities. When asked if indoor facilities should be developed, 68% of total respondents stated that there should be development while 5% said no and 6% were not sure.

Should Indoor Facilities Be Developed?

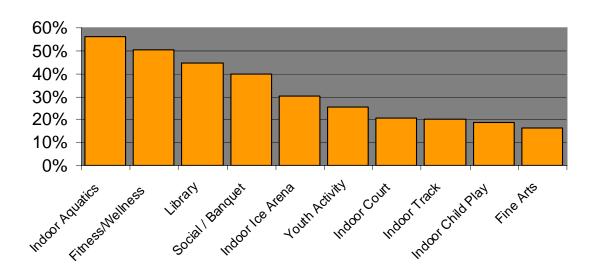


As a follow-up to the indoor development question, respondents were then asked to identify what types of facilities should be developed (If they answered: Yes, indoor facilities should be developed):

1)	Indoor Aquatics	(56% of total respondents)
2)	Fitnace / Wallnace	(50% of total respondents)

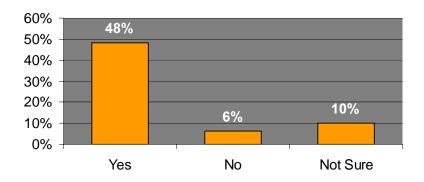
-) Fitness / Wellness (50% of total respondents)
- 3) Library (45% of total respondents)
- Social / Banquet Spaces (40% of total respondents)
 Indoor Ice Arena (30% of total respondents)

Indoor Development Priorities



Respondents were asked the same question for outdoor facilities. Most respondents (48% of total) were in support of outdoor development while 10% were unsure and 6% were against any outdoor development.

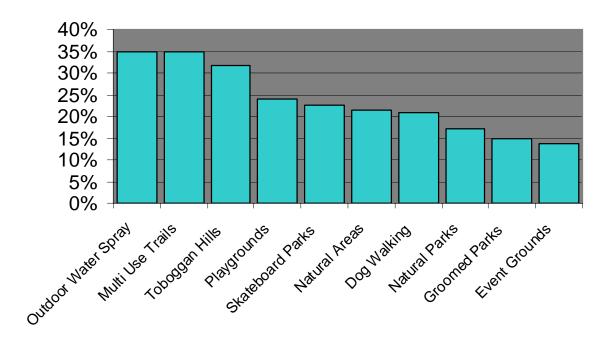
Should Outdoor Facilities Be Developed?



The most frequently mentioned outdoor development priorities of those who answered "Yes, outdoor recreation facilities should be developed" were:

- 1) Outdoor Water Spray Park (35% of total respondents)
- 2) Multi-use Trails (35% of total respondents)
- 3) Toboggan Hills (32% of total respondents)
- 4) Playground (24% of total respondents)
- 5) Skateboard Park (23% of total respondents)

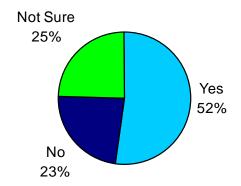
Outdoor Development Priorities



Respondents were then asked if they would pay more in property taxes to support the development of indoor and / or outdoor recreation facilities (given their needs were better met with such development).

Of the total respondents,
52% stated that they would
pay more for indoor / outdoor
recreation facility
development while 23%
stated that they would not be willing to do so.

Willingness to Pay for Recreational Facility Development (indoor and/or outdoor)



As a follow up to this question, respondents were asked *how much* they would be willing to pay (if they stated that they were willing to pay more in annual property taxes to support recreation facility development).

Of total respondents, 27% stated that they would pay at least \$75 more in annual

property taxes to support recreation Willingness to pay thresholds facility 25% development (given their needs 20% were better met) while 37% were willing to pay at 15% least \$50 more in annual property 10% taxes per year. Respondents were 5% asked their opinion on recuperating 0% the operating

facilities. Of total respondents, 49% stated that operating costs should be recuperated through a combination of user fees and taxes while 38% stated they should be recovered solely from user fees.

\$51-\$74

\$75-\$100

\$150-\$199

\$200+

up to \$50

costs of public

recreation

As the North Bow Community Facility Board is a volunteer based organization, community support is very important. Respondents were asked whether or not they would like to be involved in the Boards initiatives. In total 38 respondents stated that they would like to be involved (all of which left contact information).

The final question in the household survey gave respondents a chance to make subjective comments about recreation facilities. As all of these comments are unique, for summary purposes they have been categorized into the following types:

Comment Category	Frequency of Response	Percentage of Total
Supportive of Recreation Facility Development in the Bow North Area	75	18.6%
Non-supportive of Recreation Facility Development in the Bow North Area	22	5.4%
Comments About Concern with Costs of Development	27	6.7%
Other (non-related to facility development)	30	7.4%

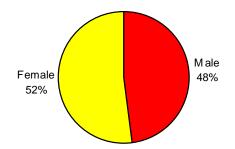
6.2. Student Survey

The student survey was handed out at Langdon School to all students in Grade 6. It is important to note that although all the students in Grade 6 were surveyed, the results of this survey cannot be considered statistically significant, or representative of the entire youth / student population in the Area. The intent of the student survey was to gain an understanding of development priorities of youth in the Area and to then draw generalized conclusions about these priorities.

The survey asked students about their current use of recreation facilities as well as their priorities for recreation facility development in the Langdon Area. In total, 183 student surveys were returned.

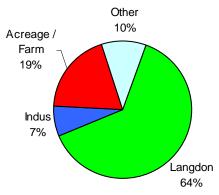
The age and male to female breakdown of student respondents was as follows:

Male / Female Breakdown



The geographic breakdown of responses was as follows:

Geographical Breakdown of Student Responses

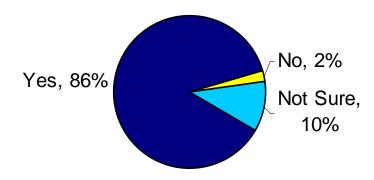


Where do you live?	Respondents	% of Total
Langdon	115	64%
Indus	13	7%
Acreage / Farm	35	19%
Other	19	10%
Total Surveys:	183	100%

6.2.1. About current participation

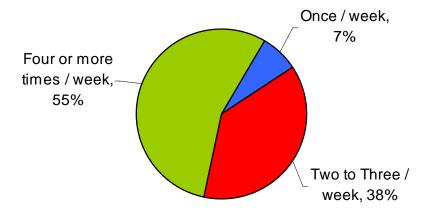
Students were asked whether they believed they are physically active or not. The majority (86%) stated that they are physically active.

Do you consider yourself physically active?



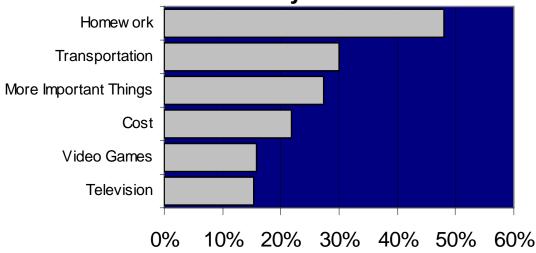
Students were also how often they partake in physical activity. Of total respondents, 55% stated that they participate in physical activity four or more times per week.

How frequently do you partake in physical activity?



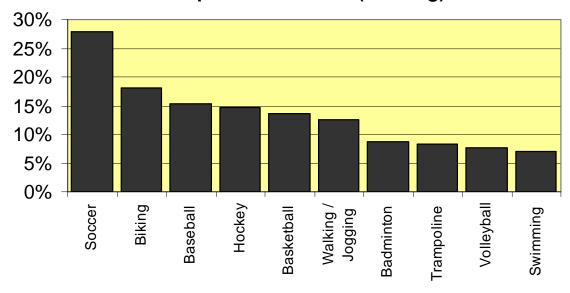
When asked about barrier to participation in physical activity, the most common answer was "Homework" (48% of total) followed by "Transportation" (30% of total) and "More important things to do" (27% of total).





Students were asked what were the most important recreation activities they currently participate in. The most popular answers were soccer (28% of total), biking (18% of total) and baseball (15% of total).

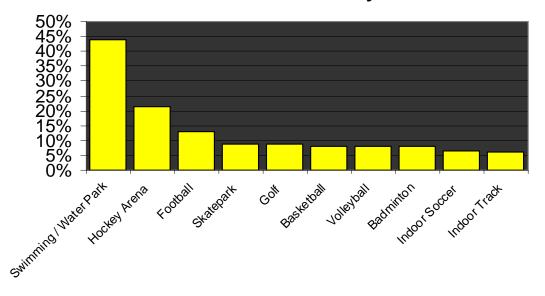
Most Important Activities (Existing)



Students were asked about activities they would like to participation in, but are not able to because of a lack of facilities. The most frequently mentioned responses were:

1)	Swimming / Water Park	(44% of total)		
2)	Hockey Arena	(21% of total)		
3)	Football	(13% of total)		
4)	Skateboard Park	(9% of total)		
5)	Golf	(9% of total)		

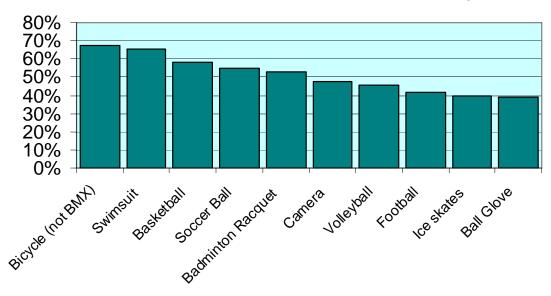
Activities Desired But Not Currently Provided



Students were also asked to choose from a provided list of what types of athletic equipment they use most frequently. The items mentioned are listed in order of frequency:

1)	Bicycle (not bmx)	(67% of total)
2)	Swimsuit	(66% of total)
3)	Basketball	(58% of total)
4)	Soccer Ball	(55% of total)
5)	Badminton Racquet	(53% of total)

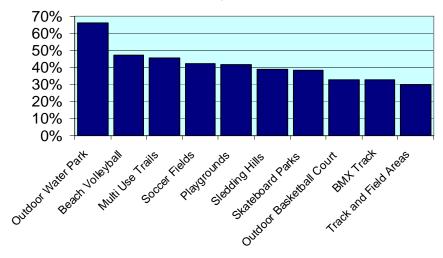
Recreation Equipment Used Most Frequently



When asked which types of outdoor recreation facilities should be developed, students responded:

1)	Outdoor Water Park	(66% of total)
2)	Beach Volleyball	(47% of total)
3)	Multi-use Trails	(45% of total)
4)	Soccer Fields	(42% of total)
5)	Playgrounds	(42% of total)

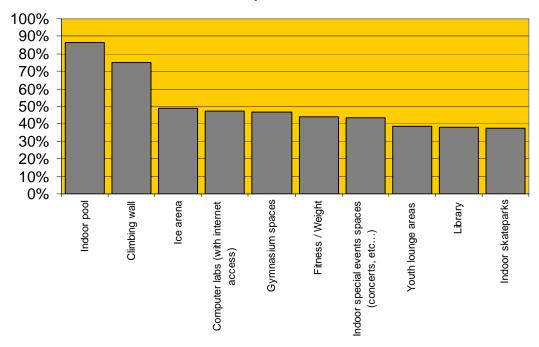
Outdoor Development Priorities



Students were asked a similar question about what types of indoor recreation facilities should be developed in the Langdon Area. The most frequently mentioned responses were:

1)	Indoor Pool	(86% of total)
2)	Climbing Wall	(75% of total)
3)	Ice Arena	(49% of total)
4)	Computer Labs	(48% of total)
5)	Gymnasium Spaces	(47% of total)

Indoor Development Priorities



6.3. User Group Consultation

The User Group consultation was intended to gather detailed information about current use of recreation resources by organized volunteer groups, as well as collective group opinions on the development of recreation facilities in the Area. Groups contacted included competitive sport groups, minor sport groups (indoor and outdoor), adult sport groups (indoor and outdoor), seniors groups, arts and culture groups, service clubs, and other organized volunteer groups.

User group consultation techniques included a mail-out survey in addition to focus group meetings (to be conducted in Fall 2005). In total, 32 user groups were contacted, 19 user group surveys were sent out and 5 were returned (return

rate of ~25%). In total over 677 regional residents were represented, as explained in the following chart:

User Group	Members / Participants	% From the Town	% from surrounding areas	Consultation Instrument
Arts and Culture Groups				
No response				
Seniors Groups				
No response				
Organized Sports Groups				
Indus Figure Skating Club	65	60%	40%	Survey
"Other" Groups				
Girl Guides	16	95%	5%	Survey
Langdon Youth Council	90	95%	5%	Survey
Rocky View Food Bank	6	15%	85%	Survey
Langdon Community Association	500	95%	5%	Survey
Totals	~677			

The information gathered from the user groups has been collected in order to represent the viewpoints and interests of the organized volunteer and recreation community in the Area. All of the groups provide programs / services for the greater public in specific areas of interest.

As these groups have similar goals (provision of services for the Region), there are some generalizations that can be made from the survey and interviews:

- Groups would be willing to pay users fees to access new facilities (where applicable).
- No groups have substantial capital funds that could be allocated to the development of facilities.

The indoor development priorities of those user groups who responded to the survey were:

- Gymnasium (s)
- Meeting Room (s)
- Banquet Room(s)
- Indoor Ice Arena
- Indoor Track
- Performing Arts / Show Spaces
- Seniors Activity Spaces
- Fitness / Wellness Spaces
- Indoor Aquatics

The outdoor development priorities of those user groups who responded to the survey were:

- Ball Diamond (s)
- Playground (s)
- Outdoor Skating Area (s)
- Toboggan Hill (s)
- Soccer Field (s)
- Picnic Area (s)
- Outdoor Bandstand
- Multi-use Trails
- Skateboard Park
- Outdoor Water Park

6.4. Focus Groups

The focus groups were held on September 29th, 2005. In total 20 people attended 4 focus groups which were separated into the following categories:

- Seniors / Arts & Culture
- Indoor
- Outdoor
- Business

The purpose of the focus groups is two fold in that they are meant to:

- 1. gather information from groups of similar nature in a collective and open manner, and;
- 2. enable groups to see needs, priorities, and issues from varying perspectives.

The prioritization for indoor and outdoor facility development has been based on frequency of response:

A list of indoor facility development priorities form the focus groups are as follows (in no particular order):

- Aquatics / aquasize and leisure (hot tubs, etc.)
- Ice arena
- Social / banquet hall (500 capacity)
- FCSS offices
- Twinned arena at Indus
- Fitness / wellness centre
- Climbing wall
- Seniors activity centre
- Movie theatre

- Kitchen
- Volunteer resource centre (meeting & storage)
- Day care / child minding
- Performing arts theatre
- Field house
- Bowling alley
- Commercial food / beverage / retail
- Sports clinic
- Walking track
- Library

A list of outdoor facility development priorities from the focus groups are as follows (in no particular order):

- Ball diamonds (4)
- Paved multi-use trails
- Rectangular fields
- Spray / water park
- Athletic track
- Off road vehicle park
- Sledding / tobogganing
- Skateboard park
- Hard surface area
- Improved tennis courts
- Field storage
- Parking
- Picnic / passive park areas
- Water / ponds in parks
- Outdoor leisure rink
- Trampoline
- Camping
- BMX track
- Rocket and remote control vehicles / planes park
- Public service facilities (i.e. Washrooms)
- Community events grounds Nature trails
- Enhanced landscaping (including trees)
- Off leash area
- Archery
- Outdoor leisure skating rink
- Playground
- Bocce ball
- Lawn bowling
- Horseshoe pits

7.0 Facility Program Development

The purpose of the needs assessment and public consultation portion of this study was to further understand resident (user groups, households, and students) demand for new recreation facilities (indoor and outdoor).

Based on the information collected from these facets of the public and based upon the trends, population and recreation facility market analysis, the following facility program items were identified:

Indoor facilities:

- Field house / gymnasiums space that can also accommodate banquets, shows, and other special events (with track and climbing wall),
- Indoor ice arena,
- Indoor leisure aquatics centre,
- Community meeting / program rooms,
- Fitness / Wellness centre.
- · Child Play area, and
- Library area.

Outdoor facilities:

- Ball diamonds (4),
- Soccer fields (2),
- Picnic Area.
- Outdoor Rink.
- · Outdoor Water Spray Park, and
- Trails.

Upon realizing the types of facilities which the group wanted to explore, a *request* for proposal⁵ process was undertaken for the selection of architectural assistance. Graham Edmunds Cartier Architects were selected to complete the identified scope of work.

7.1. Facility Component Selection

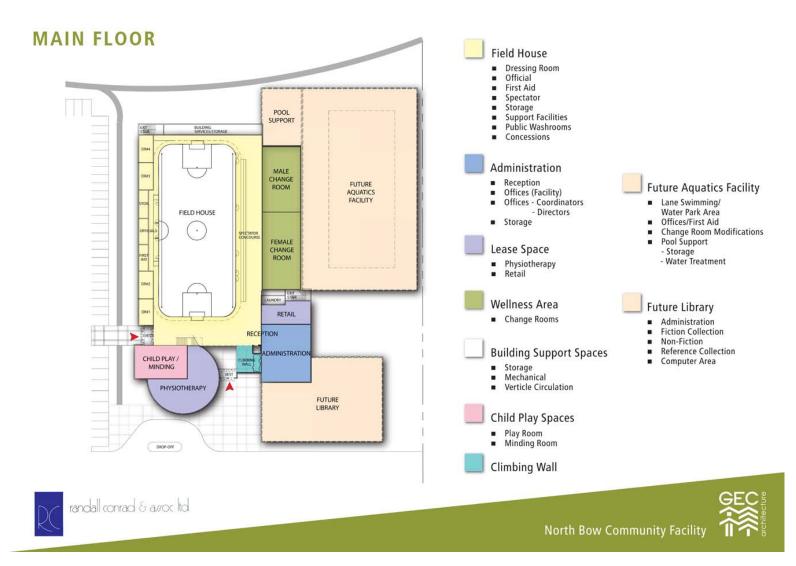
Based on the information provided to the Board by the consulting team related to public consultation results, facility provision in the area and estimated capital and operating costs, the Board decided to include facility components outlined as follows:

⁵ A bidding process where potential candidates are asked to propose a work plan and fee structure for a certain scope of work requested. In this case the scope of work included the development of facility and site plans and capital cost estimates.

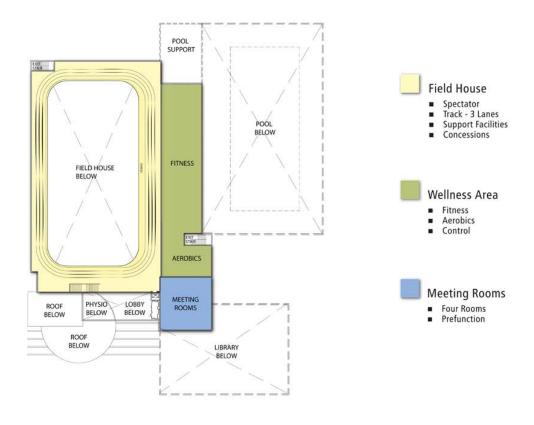
Facility Component	Included Yes / No (Phase)	Description	Rationale
Fitness / Wellness Areas	Yes (Phase I)	 Weight Training Machines, Cardio Equipment, Aerobics Studio, Free Weights, etc 	 A top priority of residents, students, and groups. Generates a promising operating scenario with great potential.
Health Services Spaces	Yes (Phase I)	 Health services lease spaces such as physiotherapy. 	 Provides extended services for residents in a complimentary environment. Break even on capital and operations through lease arrangement.
Child Play	Yes (Phase I)	 Child play areas including child minding and indoor play facilities. 	 A top priority of residents. Ability for child to play year round. Convenience amenity for adults who want to work out. Generates a promising operating scenario with great potential.
Climbing Wall	Yes (Phase I)	 Indoor bouldering / climbing facility for use by all ages. 	 A top priority of residents. Activity for all ages. Generates a promising operating scenario with great potential.
Meeting Rooms	Yes (Phase I)	 Multipurpose rooms for community meetings, arts and crafts, etc 	 A top priority of residents, students, and groups. Low cost community use space.
Ball Diamonds	Yes (Phase I)	■ Four diamond facility.	 A top priority of groups. Ability to host major tournaments and positive economic impact for the community.
Field House	Yes (Phase II)	 Indoor gymnasium type spaces that can accommodate indoor soccer, basketball, lacrosse, special events, etc 	 A top priority of residents, students, and groups. Potential for break even operations. Included in phase II in attempt to control capital cost of phase I.
Walking Track	Yes (Phase II)	 Indoor walking track spaces (around field house facility). 	 A top priority of residents, students, and groups. Provides activity for all ages. Facility is typically included with field house development as spaces are complimentary.

Facility Component	Included Yes / No (Phase)	Description	Rationale
Indoor Aquatics	Future Phase	Indoor leisure aquatics areas.	 A top priority of residents, students, and groups. Provides activity for all ages. Very high capital and operating costs typically only enable larger communities (population of 15,000+) to provide. Has not been included in phase I or II due to high capital and operating costs.
Library	Future Phase	 Community library spaces. 	 A top priority of residents, students, and groups. Provides activity for all ages. Provision is typically the responsibility of the local library board (outside of project scope). Potential to include in facility at any time is dependent upon library board success.
Ice Arena	n/a	 Indoor ice arena facilities. 	 A top priority of residents, students, and groups. Provides activity for all ice arena users (typically 10-15% of population). Has not been included in concept thus far because: Indus (within study area) has an ice arena with plans for another in the future. There is short term demand for ice arenas in the Calgary area which will turn into surplus in the mid term (based on City of Calgary facility Master Plan). High operating costs typical of this type of facility would not be optimal use of Board funds as Board mandate is to provide recreation facilities for the entire region and to avoid duplication of facilities. Ice facility could be a future phase depending on future demand.
Outdoor Rink	n/a	 Outdoor rink facilities. 	 A top priority of residents and groups. Langdon already has an outdoor rink and development of another would be duplication of resources.
Outdoor Spray Park	n/a	Outdoor water spray / play features.	 A top priority of residents and students. The development of a spray park has not been included to date but it is something that could be added to the site at any time for relatively low capital costs (relative to the overall concept plan).

7.2. Facility Conceptual Design



SECOND FLOOR











SOUTH WEST







AERIAL SOUTH







7.3. Facility Capital Cost

Note: All capital cost estimates have been estimated by Graham Edmunds Cartier Architects and are based on 2005 dollars.

Facility Component	Square Meters	Cost per Square Meter	Total Cost
Phase I		•	
Fitness / Wellness	1237	\$ 1,880	\$ 2,325,560
Health Services Lease Spaces	252	\$ 1,880	\$ 473,008
Administrative Spaces	288	\$ 1,880	\$ 541,440
User Support			
Retail Lease Spaces	100	\$ 1,880	\$ 188,000
Concession / Lounge	75	\$ 1,880	\$ 141,000
Party Room	84	\$ 1,880	\$ 157,920
Child Play Areas	96	\$ 1,880	\$ 180,480
Climbing Wall	70	\$ 1,880	\$ 131,600
Lobby	820	\$ 1,880	\$ 1,541,600
Washrooms	180	\$ 1,880	\$ 338,400
Meeting Room	250	\$ 1,880	\$ 470,000
Building Support	204	\$ 1,700	\$ 346,800
Perimeter Gross Up	128	\$ 1,880	\$ 240,640
Furniture, Fixtures and Equipment			\$ 707,645
Land Cost			\$ 1,000,000
Parking			\$ 612,000
Site Work			\$ 500,000
Ball Diamonds (4)			\$ 800,000
Trails	_		\$ 75,000
Fees			\$ 828,409
Contingency			\$ 989,609
Sub Total Phase I	3784		\$12,589,111

Facility Component	Square Meters	Cost per Square Meter	Total Cost
Phase II		-	
Field House	2110	\$ 1,785	\$ 3,766,072
Indoor track	590	\$ 800	\$ 472,000
Building Support	196	\$ 1,700	\$ 333,200
Furniture, Fixtures and Equipment			\$ 457,127
Parking			\$ 327,000
Site Work			\$ 250,000
Soccer Pitches (2)			\$ 500,000
Trails			\$ 75,000
Fees			\$ 618,040
Contingency			\$ 618,040
Sub Total Phase II			\$ 7,416,479

Facility Component	Square Meters	Cost per Square Meter	Total Cost
Aquatics	2618	2600	\$ 6,806,800
Furniture, Fixtures and Equipment			\$ 680,680
Parking			\$ 123,000
Site Work			\$ 200,000
Fees			\$ 781,048
Contingency			\$ 781,048
Sub Total Aquatics			\$ 9,372,576

Facility Component	Square Meters	Cost per Square Meter	Total Cost
Library	926	2000	\$ 1,852,000
Furniture, Fixtures and Equipment			\$ 185,200
Parking			\$ 108,000
Site Work			\$ 200,000
Fees			\$ 234,520
Contingency			\$ 234,520
Sub Total Library			\$ 2,814,240

7.3.1. Capital Cost Summary

Phase	Facility Component	Tot	al Capital Cost
	Fitness / Wellness Areas	\$	12,589,111
Phase I	Health Services Spaces		
	Child Play		
	Climbing Wall		
	Meeting Rooms		
	Ball Diamonds		
	Trails		
Phase II	Field House	\$	7,416,479
	Walking Track		
	Soccer Pitches		
	Trails		
		T	
Future Phase	Indoor Aquatics	\$	9,372,576
Future Phase	Library	\$	2,814,240
Total Project Cap	oital Costs	\$	32,192,407

Note: All capital cost estimates have been estimated by Graham Edmunds Cartier Architects and are based on 2005 dollars.

7.4. Site Selection

The North Bow Community Facility Board has gained approval in principle to acquire land in partnership with the M.D. Rocky View and the Rocky View School Division. This 50 acres parcel of land, located on the south side of the Langdon area is expected to be secured by Spring 2006.

7.5. Facility Operational Cost

Based on the aforementioned facility concept plan, the following operational budget has been calculated for the Phase I and Phase II development options. These estimates have been calculated based upon comparable facilities currently in operation. For a more detailed breakdown of operational cost assumptions, please refer to the appendix.

Projected Operational Budget	P	hase I and II	Phase I	P	hase II
Revenues					
Pass holder Revenue:	\$	216,000	\$ 144,000	\$	72,000
Drop-in Revenue:	\$	69,000	\$ 51,750	\$	17,250
Child Minding Services:	\$	134,250	\$ 134,250	\$	-
Field House:	\$	240,000	\$ _	\$2	40,000
Lease Spaces:	\$	82,100	\$ 82,100	\$	-
Sponsorship:	\$	19,250	\$ 9,500	\$	9,750
Meeting Room Rentals:	\$	7,800	\$ 7,800	\$	-
Vending Machine Income:	\$	10,476	\$ 5,940	\$	4,536
Total Revenues	\$	778,876	\$ 435,340	\$3	43,536
Expenses					
Field House:	\$	115,500	\$ -	\$1	15,500
Fitness:	\$	175,500	\$ 175,500	\$	-
Facility Operations:	\$	664,342	\$ 442,074	\$2	22,268
Total Expenses	\$	955,342	\$ 617,574	\$3	37,768
Net Operations	\$	(176,466)	\$ (182,234)	\$	5,768
Recovery on Operations		81.5%	70.5%	1	101.7%

7.6. Impact Assessment

Understanding that community fundraising (both corporate and individual) typically accounts for a portion of project capital costs, the following chart summarizes the capital and operating costs for Phase I and II as well as the impacts of these costs at different levels of community fundraising.

Notes:

 For the purpose of the following chart, community fundraising includes all donations, sponsorships and grants from Provincial and Federal levels of government (all non-municipal tax base funding sources). The M.D. Rocky View does not currently assess recreation areas independently. The funding scenario explained in the following chart would require this to change and implies that the Bow North Recreation Area would be assessed a special levy for the support of Phase I and / or Phase II facility concept development.

Estimated Residential Tax Increase Per \$100,000 Assessed Value				
	Phase I	Phase I & II		
Operating Costs (Annual)	\$182,234	\$176,466		
Capital Costs (Total)	\$12,589,111	\$20,005,591		
Est. Tax Increase: \$1M Fundraising	\$212.82	\$323.08		
Est. Tax Increase: \$2M Fundraising	\$197.78	\$308.05		
Est. Tax Increase: \$3M Fundraising	\$182.75	\$293.01		
Est. Tax Increase: \$5M Fundraising	\$152.69	\$262.95		
Est. Tax Increase: \$10M Fundraising	\$77.53	\$187.79		
Est. Tax Increase: \$12M Fundraising	\$38.61	\$157.73		
Est. Tax Increase: \$15M Fundraising	n/a	\$112.63		
Est. Tax Increase: \$19M Fundraising	n/a	\$37.39		

The chart indicates that Phase I development would equate to an annual increase of between \$38.61 and \$212.82 in property taxes per \$100,000 assessed value⁶. The annual impacts to property taxes of Phase I and II development would range between \$37.39 and \$323.08 per \$100,000 assessed value depending on the level of fundraising achieved.

Note: The aforementioned tax impacts would apply to all Bow North Recreation Area residents.

7.7. Public Review Open House

After collecting all of the needs assessment information and developing a facility development concept with facility floor plans, capital and operating costs and the associated impacts of development on taxes, the North Bow Community Facility Board hosted three public review open houses for Local Business / Developers, Volunteers, and the General Public. These open houses were hosted at the I.O.O.F. Hall in Langdon on January 25th, 2006.

The purpose of the open houses was to inform the public as to the work that has been completed by the group and collect input and support of those in attendance. The following explains the results of a feedback form which all attendees were asked to complete for each open house (Local Business / Developers, Volunteers, and the General Public).

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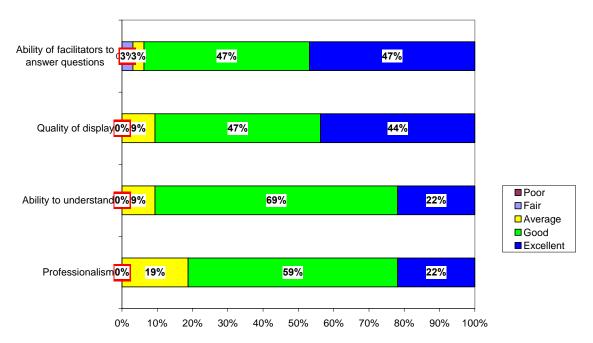
⁶ Note: The overall property tax increase to a property worth \$200,000 of \$212.82 per \$100,000 assessed value would be \$425.64 per year.

In total 32 feedback forms were filled out:

- 13 by the General Public,
- 12 by Local Business / Developers, and
- 7 by Volunteers.

Questions on the feedback form (the form can be found in the appendix) included information about the quality and effectiveness of the presentation material, the perceived validity of the results and willingness to pay for development based on the information provided.

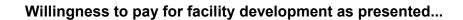
How would you rate the open house presentation and display materials?

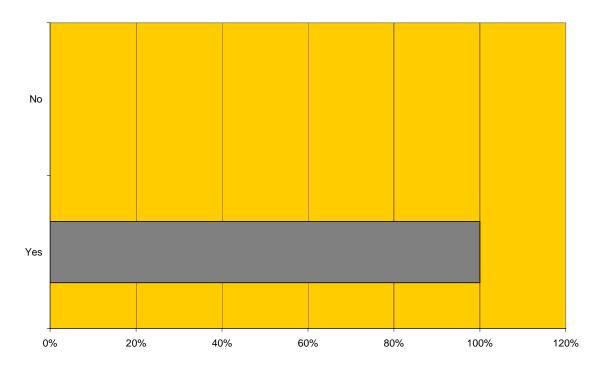


In general, all attendees were satisfied with the quality of the open house presentation and display materials as the majority of attendees rated all aspects of the open house as "Good" or "Excellent".

When asked if the study results were surprising, most (75%) attendees stated that they were not surprised. Those that were indicated that they were surprised in the level of capital funding required to build facilities and that a swimming pool and / or ice arena were not included in the initial phases of development.

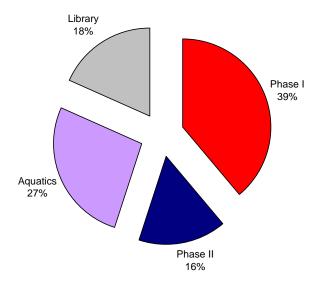
Attendees were then asked about willingness to pay for development based on funding scenarios provided.





All attendees were willing to pay for facility development with the desired development options being:

Desired development option...



When asked to identify the amount of increased taxes attendees were willing to pay, 53% were willing to pay between \$100 and \$200 annually in increased property taxes to support facility development.

35% 31% 30% 28% 25% 22% 20% 13% 10% 5% 0% 0% \$0 up to \$100 \$101 to \$150 \$151 to \$200 \$200+

Willingness to pay for facility development as presented...

The final question gave attendees the opportunity to provide general comments. All comments recorded were supportive as can be determined in the following summary chart:

Open House feedback form comments by open house attendee category: Comments left by Volunteers:

- Looking forward to seeing some more development on this
- More clarity on WHO runs it would have been nice

Comments left by the General Public:

- Excellent and professional watch progress
- Very good job
- The sooner the better
- Library Society should be priority. There is over 2,000 books donated by residents and we are in small back room of FCSS. Need more room
- Question 3C Amount of increased taxes I would be willing to pay to support this development would be based on user fees, location, etc.

Comments left by Local Business and Developers:

- Great job, keep it up
- Good presentation
- When do you start?
- Did not see any plans for fields
- Question 3 the word support bothers me. I would be willing to pay more in property taxes to construct but not for operation / maintenance \$200 is fine
- Better definition of priorities must be given to facility and its uses

It is important to note that although the attendance at the open house was good, the results of the open house feedback forms cannot be considered representative of the entire Bow North Community and that they only reflect the opinions of those individuals who attended these publicly announced presentations.

8.0 Conclusion

The Bow North Recreation Area offers a broad spectrum of recreation opportunities for its residents. Despite the variety of indoor and outdoor facilities in the Area, the issue of recreation facility development has brought together the North Bow Community Facility Board for the purpose of exploring new recreation facility development.

The results of the Needs Assessment and Feasibility Study have brought the Board to a new level of understanding in regards to community need and the impacts of capital and operating costs to the residents of the Bow North Recreation Area. The facility concept developed will allow the Board to move forward in attaining funding commitments and securing land for facility development with the due diligence required to gain support from all stakeholders and realize the impacts of further decisions.

The next step in the facility development process from the Boards perspective will be to attempt to garner further funding commitments from all stakeholders, secure land for facility / site development, and continue to detailed facility concept design. Upon achieving these next steps, the group will be able to go to construction tender, build a facility and meet identified community recreation needs.

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 $^{^{\}rm 7}$ Open house meeting were advertised in the local newspaper two weeks priori to event hosting.

9.0 Appendices

9.1. Household Survey

North Bow Community Facility Board RECREATION FACILITY NEEDS ASSESSMENT

Household Survey

Dear Sir or Madam;

The North Bow Community Facility Board has hired the consulting firm Randall Conrad and Associates to complete a Recreation Facility Needs Assessment and Feasibility Study for potential future recreation facility development in the Bow North Recreation Area (#10). This study will identify area recreation facility needs (both indoor and outdoor) and will analyze the costs and impacts associated with meeting these identified needs.

Your views, and those of your household members, are vital to our future planning and therefore you should have a major say in how the community plans for, and delivers, recreation facilities in the future.

We ask that this survey be completed **BY AN ADULT MEMBER** of your household. **Please** complete this questionnaire on behalf of your household and mail it no later than Friday, July 1st, 2005 via the self-addressed envelope enclosed or drop it off at the Langdon Coffee House (104 355 Centre street NW).

As an incentive to fill out the survey, there will be a draw for gift certificates to local Langdon businesses. This draw will be held on Friday, July 15th, 2005 at the Langdon Coffee House. In order to be eligible for this draw, you must fill out this questionnaire and return it, along with the completed entry form (below), by July 1st, 2005.

If you have any questions or comments, please call:

- Mike Roma (Consultant) at 780-416-9301, and / or
- Bruce Vollob (North Bow Community Facility Board Liaison) at 403-936-5865.

YOUR INPUT IS IMPORTANT THANK YOU FOR YOUR COOPERATION

Name (First Name Only):Phone Number:
Please detach this entry form and include it in the return envelope provided along with completed survey. This information will be kept in confidence, only those whose entry forms are drawn will
be contacted.

2	How long have you and / or your family lived in southeast M.D. of Rocky View? Please check√. □ less than 1 year □ 1 to 5 years □ 6 to 10 years □ 11 to 24 years □ 25 + years Please describe your household by recording the number of members in each of the following age groups. (Please do not forget yourself!) Please check√. _ Age 0 to 5 Age 6 to 12 Age 13 to 19Age 20 to 35								
3	Do you expect to be living in the southeast M.D. of Rocky View area 5 years from now? Please check√.								
	☐ Yes ☐ No ☐ Not Sure								
4	Do you work in he southeast M.D. of Rocky View Area? Please check√.								
7	☐ Yes ☐ No	Not S		irea: i ieas	e check	•			
5	Please indicate how often, or			d members	visit e	ach of			
•	the following local facilities								
	classes). Please check√.	(40 1101 11	ioidae ast	or idomic	00 101 0	0011001			
	oladddaj. 1 Idadd dilddi.		At least	2 – 3	Once				
		Never /	once per	times per	per	5 – 10 times			
		Seldom	week	month	month	per year			
	Outdoor Facilities: Langdon								
	Langdon Park								
	Ball diamonds								
	Soccer fields								
	Outdoor skating rink								
	Playground								
	Basketball hoops								
	Tennis courts								
	Picnic area								
	Trails								
	School fields								
	Outdoor Facilities: Indus					_			
	Outdoor riding arena								
	Baseball diamonds								
	Soccer field								
	Playground								
	Outdoor Facilities: Shepard								
	Playground Indoor Facilities: Langdon								
	School gymnasium								
	IOOF Hall								
	Rebecca Hall								
	Langdon Park Hall								
	Indoor Facilities: Indus	J	J	J		J			
	Ice Arena								
	Indus Hall								
	Curling Rink								
	Indoor Facilities: Shepard								
	Shepard Hall								
	Other Facilities in the Area								

Please describe:

6 Please identify the level of importance to you and/or your household members of the following recreation resources. Please check√.

	Not Important	Somewhat Important	Very Important	Not Sure
Outdoor Facilities: Langdon				
Langdon Park				
Ball diamonds				
Soccer fields				
Outdoor skating rink				
Playground				
Basketball hoops				
Tennis courts				
Picnic area				
Trails				
School fields				
Outdoor Facilities: Indus				
Outdoor riding arena				
Baseball diamonds				
Soccer field				
Playground				
Outdoor Facilities: Shepard				
Playground				
Indoor Facilities: Langdon				
School gymnasium				
IOOF Hall				
Rebekah Hall				
Langdon Park Hall				
Indoor Facilities: Indus				
Ice Arena				
Indus Hall				
Curling Rink				
Indoor Facilities: Shepard				
Shepard Hall				
Other Facilities in the Area				
Please describe:	П	П	П	

Of the recreation resources listed in Questions 5 and 6, are there any that you and / or your household members feel deserve improvement or better care? Please identify the resource and provide comment.

1		
Comment:		
2		
Comment:		
3.		
Comment:		

	ap	from participating in recreation programs? Please check ✓ all those that apply. You may also add others if you wish. □ Physical Disability □ Cost of Program □ Lack of Transportation □ Programs Not Available □ Facilities/Programs Over Crowded □ No Time to Participate □ Other(s), Please describe □				
9	re in □	ssuming that costs can be held at afford creation facilities that should be develop the future? Please check√. Yes □ No yes, Please check (√) <u>UP TO FIVE</u> develo	ed i	n southeast M.D. Rocky View Not Sure		
	✓	Indoor Resource	✓	Indoor Resource		
		Indoor Ice Arena Sports Facilities		Youth Activity Spaces		
		Fine Arts Spaces (e.g. pottery studios, etc)		Performing Arts Theatre		
		Court Sports (e.g. racquetball / squash)		Seniors Activity Spaces		
		Show Facilities (e.g. concerts, trade fairs)		Dance Program Space		
		Indoor Curling Facilities		Rifle / Archery Range		
		Indoor Track for Fitness / Jogging / Walking		Social / Banquet Facilities		
		Indoor Soccer & Field Sports (e.g. soccer, lacrosse)		Combative Sports Space (e.g. tae kwon do, etc)		
		Indoor Court / Gymnasium Spaces (e.g. tennis, basketball, volleyball, etc)		Fitness / Wellness Facilities (e.g. Aerobio / Weight Training)		
		Multi-purpose Meeting / Program Spaces		Indoor Child Play Spaces / Playgrounds		
		Indoor Ice Leisure Skating		Library		
		Indoor Climbing Wall		Indoor Aquatics Facilities		
Į		Others? Please list:				
		•				
10	re th □		ed i	in the Hamlet of Langdon in Not Sure		
10	re th If	creation spaces that should be develop e future? Please check√. Yes □ No yes, Please check (✓) <u>UP TO FIVE</u> develo	pme	in the Hamlet of Langdon in Not Sure ent priorities:		
10	re th □	creation spaces that should be develope future? Please check ✓. Yes □ No yes, Please check (✓) <u>UP TO FIVE</u> develo	pme	in the Hamlet of Langdon in Not Sure ent priorities: Outdoor Resource		
10	re th If	creation spaces that should be develop e future? Please check√. Yes □ No yes, Please check (✓) <u>UP TO FIVE</u> develo	pme	in the Hamlet of Langdon in Not Sure ent priorities:		

✓	Outdoor Resource	✓	Outdoor Resource
	Multi Use Trails in the Town (non-mechanized)		Picnic Areas
	Ball Diamonds		Outdoor Bandstands / Amphitheatres
	Playgrounds and Tot lots		Beach Volleyball Courts
	Tennis Courts		Skateboard Parks
	Outdoor Recreation Skating		Outdoor Hockey Rinks
	Toboggan Hills		Groomed Parks
	Soccer Fields		Natural Parks
	Cross Country Ski Trails		Equestrian Areas
	Mechanized Trails (i.e. ATV's, skidoos, etc)		Canoe / Kayak Launch Areas
	BMX Bicycle Parks		Dog Walking Areas
	Natural Areas		Outdoor Water / Spray Parks
	Hard Surface Courts		Event Grounds for Special Events
	Others? Please describe:	•	

11	a) In reference to questions 9 and 10, given that needs are better met, would you be willing to pay more in taxes to support <u>capital construction</u> <u>and operating costs</u> of indoor / outdoor recreation resource development? Please check√. ☐ Yes ☐ No ☐ Not Sure
	b) If yes, how much more in annual taxes would you be willing to pay for such <i>capital construction and operating costs</i> ? Please check✓.
	□ \$0 □ up to \$50 □ \$50-\$75 □ \$75-\$100 □ \$150-\$199 □ \$200-
12	In your opinion, how do you feel that the M.D. of Rocky View should try to recuperate the costs of <u>building and operating</u> community recreation facilities? Please check✓. ☐ User fees (admission fees) ☐ Property taxes ☐ Combination of user fees / property taxes ☐ (Please indicate breakdown (i.e. 50:50, 30:70, etc):
13	The North Bow Community Facility Board is comprised of group representatives and members of the public at large from the M.D. Rocky View Bow North Recreation Area (#10). The Board has been formed to explore the need for, and feasibility of, the development of recreation facilities (indoor and outdoor) for the Bow North Recreation Area (#10). Would you like to get involved in this Community Board? Please check✓.
	 Yes No Not Sure If yes, at what capacity? Please check ✓ all those that apply. As a fundraiser As a board member As a community liaison Other (Please describe):
	Optional: If you would like to be contacted with further information as to how you can get involved, please indicate the following: Name: Phone Number:
14	Do you have any additional comments to make?
Plea	Thank you for completing this questionnaire. ase seal in the envelope provided and mail (no postage necessary) or drop off at the Langdon Coffee House (104 355 Centre street NW). by Friday, July 1 st , 2005.

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9.2. Student Survey

North Bow Community Facility Board RECREATION FACILITY NEEDS ASSESSMENT

STUDENT SURVEY

The Hamlet of Langdon and Surrounding Area continues to grow in size and must now plan for the future location and types of indoor and outdoor recreation facilities. By completing this survey, you will help us make the right choices.

Please answer the following questions and, when complete, hand in to your classroom teacher.

1	Your Age:					
2	☐ Male ☐ Female					
3	Where do you live? Please check ✓. ☐ Hamlet of Langdon ☐ Other (Please describe):					
4	Do you consider yourself physically active? Please check ✓. ☐ Yes ☐ No ☐ Not Sure					
5	How often do you partake in physical activity on a <u>weekly basis?</u> Please check ✓. □ once / week □ two to three time per week □ four or more times / week					
6	Do any of the following prevent you from taking part in physical activity? Please check ✓ all those that apply. □ Transportation to the Area □ Cost of Participating □ More Important Things to Do □ Homework □ Video Games / Computers □ Television					
7	Please list the three most important indoor / outdoor recreation activities that you participate in within the Hamlet of Langdon. (Remember these car be indoor/ outdoor and summer/ winter activities.)					
8	Please list any indoor or outdoor recreation activities that you might like to do, but are not provided for in the Hamlet of Langdon. You may list up to THREE activities.					

9		m the following list of ir ase check ✓ those that					
		Ball Glove		Hockey	y Stick		Frisbee
		Ice Skates		Tobog	gan/Sled		Football
		Cross County Skis		Snow S	Shoes		Rugby Ball
		Bicycle (not BMX)		Joggin	g Shoes		BMX Bike
		Skateboard		Binocu	lars		Remote Control
		Roller Blades		Soccer	· Ball		Badminton
		Tennis Racquet		Basket	ball		Speed Skating
		Camera		Volleyb	pall		Scuba / Snorkel
		Firearms		Archer	y Equipment		SkiDoo
		Swimsuit		Golf Cl	ubs		
		ATV					
		Other (Please Describe):					
10		ich of the following, in door spaces to plan for					
		Nature Trails (no asphalt)		Beach	Volleyball		Picnic Areas
		Grass Volleyball		Natura	l Areas		Ball Diamonds
		Cross Country Ski Trails		Outdoo	or Hockey Rinks	s 🗖	Soccer fields
		Outdoor Skating Areas		Playgro	ounds		Skateboard Parks
		Sledding Hills		Outdoo	or Basketball Co	ourt 🗖	Outdoor Water
		Tennis Courts		BMX T	rack		Track and Field
		Quiet parks for sitting and r	elaxi	ing			Horseshoe Pits
		Model Aircraft / Rocketry Pa	arks				Equestrian Areas
		Outdoor Bandstands / Amp	hithe	eatres			
11	Wh	Multi Use Trails (Asphalt) for Other (Please Describe): _ich of the following, in yoor spaces to plan for?	our	opinio	n, are the mo	st impo	rtant types of
		Ice arena			Indoor walking	track	
		Gymnasium spaces			Curling rink		
		Indoor soccer facilities			Youth lounge a	areas	
		Indoor pool			Computer labs	(with inte	ernet access)
	☐ etc	Indoor skateparks)			Indoor specia	al events	s spaces (concerts
		Fitness centre / Weight roo	m		Indoor driving	range fac	ilities
		Racquetball / squash courts	3		Climbing wall		
		Library			Other:		
		ΤΗΔΝΚ Υ	CILI	FUK Y(DUR OPINIONS	1	

9.3. User Group Survey

North Bow Community Facility Board RECREATION FACILITY NEEDS ASSESSMENT USER GROUP SURVEY

TO WHOM THIS MAY CONCERN:

The North Bow Community Facility Board has hired the consulting firm Randall Conrad and Associates to complete a Recreation Facility Needs Assessment and Feasibility Study for potential future recreation facility development in the Bow North Recreation Area (#10). This study will identify area recreation facility needs (both indoor and outdoor) and will analyze the costs and impacts associated with meeting these identified needs.

Your organization, and the many people you represent, are considered to be a vital component of the overall recreation services delivery system and, as a result, should have a major say in planning for indoor / outdoor recreation facilities.

The Board along with the consultants are requesting that you, as a representative of your organization, take the time to tell us about your group; your current and future group needs and your attitudes regarding how southeast M.D. of Rocky View, and its many volunteer groups, should approach the future of recreation facility delivery.

The attached questionnaire has been provided as a guide for your response. Please complete this questionnaire in consultation with your board or executive and mail it using the self-addressed envelope provided, email it to us at info@randallconrad.ca, fax it to us at 780-416-2807 or drop it off at the Langdon Coffee House (104 355 Centre street NW) no later than Friday, July 1st, 2005.

If you wish to talk with the consultant to further discuss your needs, please call Mike Roma (Consultant) at 780-416-9301 or Bruce Vollob (North Bow Community Facility Board Liaison) at 403-936-5865.

If we do not receive your completed questionnaire or do not hear from you, we will assume that your groups' needs are being met.

YOUR INPUT IS IMPORTANT

THANK YOU FOR YOUR COOPERATION

RECREATION FACILITY NEEDS ASSESSMENT

USER GROUP QUESTIONNAIRE

INS	ime	Day time phone number				
Fa	x number	E-mail				
W	hat is the purpose / goals of your grou	p?				
	ow many members / people now ograms?	participate in your services or				
W	What statement best describes the growth and status of your organization?					
	 We have a stable membership / registrant base for now. We expect increases in our membership / registration. By what percentage over the next five years? We have been experiencing a decline in membership / registrants. 					
	the best of your knowledge, please no participate in your programs, servic					
	Aged 0 – 5 (preschool)	about%				
	Aged 5 – 12 (elementary)	about%				
	Aged 13 – 18 (teens)	about%				
	A = = = 1 4 O	about%				
	Aged 19 – 64 (adults) Aged 65+ (senior adults)	about%				

About your group's OUTDOOR space needs...

8 Please fill out the following table to the best of your ability. If you only use one outdoor facility or facility space, you need only fill out (A).

OUTDOOR FACILITY USE AND REQUIREMENTS

	Outdoor facility or facility spaces that your group uses. (Please be specific)	For what purpose do you use this / these outdoor spaces?	Approximately how many hours on an annual basis do you use this / these spaces?	How many additional annual hours of use does your group require if comparable or additional space were available in the community?	What would your "ideal" future
Example: A	Tennis Courts	Teaching Tennis / Tennis Programs	120	40	Require battery of 4 courts with wind breaks
Outdoor Space A					
Outdoor Space B					
Outdoor Space C					

9 Of the outdoor facility spaces that your group now uses, could you please identify those (if any), which are not meeting your program needs and why?

	Facility spaces not fully meeting program needs.	Reasons why?
Example: A	Soccer Pitch A	Not regulation sized. We can't host tournaments.
Outdoor Space A		
Outdoor Space B		
Outdoor Space C		

About your group's INDOOR space needs...

10 Please fill out the following table to the best of your ability. If you only use one indoor facility or facility space, you need only fill out (A).

INDOOR FACILITY USE AND REQUIREMENTS

	that your group uses.	For what purpose do you use this or these Indoor spaces?	how many hours on an annual basis do you now use this or	How many additional annual hours of use does your group require if comparable or additional space were available in the community?	What would your "ideal" future Indoor facility consist of?
Example: A	Gymnasium	Leagues / Programs	120	40	Require larger area for regulation sized playing spaces
Indoor Space A					
Indoor Space B					

11 Of the indoor facility spaces that your group now uses, could you please identify those (if any), which are not meeting your program needs and why?

	Facility spaces not fully meeting program needs.	Reasons why?
Example: A	Gymnasium	Not regulation sized. We can't host tournaments.
Indoor Space A		
Indoor Space B		

In planning for new indoor / outdoor recreation and parks facility development in southeast M.D. Rocky View (Bow North Recreation Area #10) over the next five to ten years, and from your group's perspective, what types of facilities / facility spaces should take priority. Please check ✓ your group's FIVE MOST IMPORTANT PRIORITIES FOR EACH CATEGORY (INDOOR AND OUTDOOR).

✓	Indoor Resource	✓	Indoor Resource
	Indoor Ice Arena Sports Facilities		Office space for sports groups
	Fine Arts Spaces (e.g. pottery studios,		Performing Arts Theatre
	etc)		_
	Court Sports (e.g. racquetball / squash)		Seniors Activity Spaces
	Show Facilities (e.g. concerts, trade fairs)		Dance Program Space
	Indoor Curling Facilities		Indoor Rifle / Archery Range
	Indoor Track for Fitness / Jogging /		Social / Banquet Facilities
	Walking		
	Indoor Soccer & Field Sports (e.g. soccer,		Combative Sports Space (e.g. tai
	lacrosse)		kwan do, etc)
	Indoor Court / Gymnasium Spaces (e.g.		Fitness / Wellness Facilities (e.g.
	tennis, basketball, volleyball, etc)		Aerobics / Weight Training)
	Multi-purpose Meeting / Program Spaces		Indoor Child Play Spaces /
			Playgrounds
	Indoor Ice Leisure Skating		Library
	Indoor Climbing Wall		Indoor Aquatics Facilities
	Others? Please describe:		·
	Others? Please describe:	•	

✓	Outdoor Resource	✓	Outdoor Resource
	Multi Use Trails in the Area (non-		Picnic Areas
	mechanized)		
	Ball Diamonds		Outdoor Bandstands /
			Amphitheatres
	Playgrounds and Tot lots		Beach Volleyball Courts
	Tennis Courts		Skateboard Parks
	Outdoor Recreation Skating		Outdoor Hockey Rinks
	Toboggan Hills		Groomed Parks
	Soccer Fields		Natural Parks
	Cross Country Ski Trails		Equestrian Areas
	Mechanized Trails (i.e. ATV's, skidoos,		Canoe / Kayak Launch Areas
	etc)		·
	BMX Bicycle Parks		Dog Walking Areas
	Natural Areas		Outdoor Water / Spray Parks
	Hard Surface Courts		Event Grounds for Special Events
	Others? Please describe:	•	
	Others? Please describe:		

About 13	your group's future commitment to indoor and outdoor facilities Has your organization discussed and / or put forth any suggested solutions that might address the previously identified issues (from questions #9 and #11)? If yes, please describe.				
14	Are you currently planning for your group's future indoor / outdoor facility space requirements? Yes No No Not Sure				
	If yes, please describe.				
15	Improvements, additions and/or new construction often requires capital dollars that go beyond that which can be supported through general taxation. In what way, if any, is your organization willing and capable to contribute to capital construction costs of indoor / outdoor facilities, parks and/or sports fields?				
	not in a position to contributethrough fundraising				
	through volunteer labour in construction				
	through direct injection of capital in consideration for certain user rights we will finance the total cost of new construction and assume control and operation				
	we will turn over grant monies that we are eligible for				
	we would be willing to enter into a joint agreement with other organization to finance construction and jointly operate				
16	Would your organization be in a situation and be willing to pay increased rental or user fees if your requirements were better met?				
	☐ Yes ☐ No ☐ Not Sure				
	A. If you answered yes to the previous question, to what degree?				
	 □ less than 10% □ 10% more □ 10 – 20% more □ 20 – 30% more □ up to 50% more 				
	B. If you answered no, why not?				

o you currently access school facilities through the existing Joint greement between the M.D. and the local school board? Yes	o you currently access school facilities through the existing Joint Ligreement between the M.D. and the local school board? Yes No Not Sure yes, please indicate the following: Poor Needs Major Improvement Not Bad, But Could Use Improvement Use Improvement Use Improvement Improvement Use Improvement U	Facilities/Spaces	Reasons Why O	ur Group Cann	ot Acces	S
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	drop off at the Langdon Coffee House (104 355 Centre street NW)	you have any questic lease contact: R A P Fa Thank you	ndall Conrad and not missed to the Roma, Conne: 780-416-930 connecting to the provided and the Roman	d Associates Li consultant 01 his questionnai d mail (no post	ire. age nece	essary),
mail to us at info@randallconrad.ca, fax it to us at 780-416-2807, or	by Friday, July 1 st , 2005.	you have any questic lease contact: R A P Fa Thank you ease seal in the enve	ndall Conrad and notes that the Roma, Cone: 780-416-930 ct. 780-416-2807 for completing to pe provided and the logical conrad.ca , 1	d Associates Li consultant 01 his questionnai d mail (no post	ire. age nece 30-416-28	essary), 307, or

9.4. Focus Group Results

LANGDON FOCUS GROUP RESULTS

Meeting: Outdoor/Arts/Culture/Seniors

Date: September 29,2005 Number of Attendees: 11

Number of Groups Represented: 8

List of Attendees:

NAME	GROUP AFFILIATION
Clay Aragon	SE Rocky View FCSS
Cheryl Wilson	Council/business
Norm Shanahan	LCA
Jeff Salkeld	RVES/Scouts
Terri Finnegan	Langdon Youth Council
Teresa Vollob	Langdon Girl Guides
Roland Bischoff	
Trish Henry	Board
Connie Corrobourg	Board
Bob Thomson	Board

► RESULTS:

Top Five INDOOR Priorities/desires: (monies allotted to priority)

1.	Fitness/Wellness/Field house	(0.48)	
2.	Youth Program Space	(0.27)	
3.	Performing Arts Theatre	(0.19)	
4.	. Social/Banquet (500)		
5.	Aquatics	(0.16)	

Other:

- Indoor ice arena

Movie theatre

Meeting roomsFCSS office

- 1 COO OIIICE

- Indoor walking track

- Kitchen

- Learning Centre

- Indoor climbing wall

- Daycare

Storage Space

Social lounge

- Child play space

- Curling rink

- Court sports

(squash/racquetball)

Gymnastics

- Lease space

(food/beverage/retail)

- Bowling

Top Five **OUTDOOR** Priorities/desires:

(monies allotted to priority)

1. Baseball Complex

(including slo-pitch-tournament facility/batting cage) (0.51)

2. Community Event Group

(Gymkhana/tractor pulls/etc.) (0.35)

3. Multi-use trails (0.27)

4. Outdoor Performance Area (Stage/Gazebo) (0.25)

5. Soccer Facilities (complex-tournament facility) (0.24)

Other:

- Nature trails
- Enhanced landscaping (including trees)
- Off leash area
- Water park (including wading and spray)
- Skateboard park
- BMX track
- Sledding/tobogganing
- Archery
- Outdoor leisure skating rink
- Outdoor fitness track
- Playground
- Bocce ball
- Lawn bowling
- Horseshoe pits
- Camping/campground/picnic

LANGDON FOCUS GROUP RESULTS

Meeting: Indoor & Business Groups

Number of Attendees: 10

Number of Groups Represented: 7

List of Attendees:

NAME	GROUP AFFILIATION
Bill Short	Business
Eric Roland	Business
Doug Hay	Business
Murray Shick	Business
Nancy Gowdy	BVAS
Tanya Backstrom	n/a
Anitra Chaba	Leader
Peter Loats	Chambers/Comm
Larry King	Sports Director
Louis Leptich	Indus Figure Skating

► RESULTS:

Top Five INDOOR Priorities/desires: (monies allotted to priority)

1. Aquatics / aquasize and leisure (hot tubs, etc.)	(0.51)
2. Ice Arena	(0.50)
3. Social/Banquet Hall	(0.33)
4. Twinned Arena at Indus	(0.31)
5. Youth/Fitness/Wellness Center	(0.23)

Other:

- Climbing Wall
- Seniors Activity/Resource
- Volunteer Resource Center (meeting & storage)
- Day care/child minding (temporary care)
- Performing Arts Theatre
- Field house
- Bowling Alley
- Commercial Food/Beverage/Retail
- Sports Clinic
- Walking Track
- Library

Top Five OUTDOOR Priorities/desires:	(monies allotted to priority)
More ball diamonds/Paved Multi-Trails	(0.51)
Rectangular Fields	(0.31)
3. Spray/Water Park	(0.23)
4. Athletic Track/football/soccer	(0.15)
5. Off road vehicle park	(0.14)

Other:

- Sledding/tobogganing
- Skateboard Park
- Hard surface area
- Improved tennis courts
- Field storage
- Parking
- Picnic/passive park areas
- Water/ponds in parks
- Outdoor leisure rink
- Trampoline
- Camping
- BMX track
- Rocket and remote control vehicles/planes parkPublic service facilities (e.g. Washrooms)

9.5. **Open House Feedback Form**

North Bow Community Facility Board Facility Needs Assessment and Feasibility Study Feedback Questionnaire January 25th, 2006

Please provide feedback about this We greatly appreciate your participation. O

_	, , ,	, ,	answering the fo	•	stions:	
1.	How woul criteria:	d you rate to	onight's presei	ntation base	ed on the following	
	a) Professa □ Poor	ionalism of o _l □ Fair	pen house facili □ Average	itators: Pleas □ Good	se check ✓ ☐ Excellent	
	b) Ability fo ☐ Poor	or you to und	erstand the info	rmation prov □ Good	vided: Please check ☐ Excellent	√
	c) Quality / □ Poor	[⁄] readability o □ Fair	of display mater Average	ials: Please □ Good	check ✓ □ Excellent	
	d) Ability o ☐ Poor	f facilitators t □ Fair	o answer quest □ Average		e check ✓ □ Excellent	
2.	_		ation results (i vey) surprise ;	•	urvey, user group e <i>check ✓</i>	
	☐ Yes		□ No			
	Please ex	plain:				
3.	willing to developm	pay more	in annual pro Please check	perty tax t	ovided, would you o support any of	
	☐ Phase I: ☐ Phase II ☐ Future F	Fitness/Wellne	□ No D you prefer? In the search of the se			
	property t	axes to sup _l		lopment? I	ng to pay in ann Please check ✓ 00 □ \$200+	ual
4.					any of the informat unity Facility Board	
			ttending tonig I back is great			

9.6. Operational Cost Analysis (Detailed)

Estimated Operating Budget: Phase I and II of identified facility program							
	Phase I and II	Phase I	Phase II (incremental)	Assumptions			
Revenues							
Pass holder Revenue:							
Pass holders	\$ 216,000	\$ 144,000	\$ 72,000	6% (4%-I,2%II) of market (10,000) in first three years, \$30 blended rate			
Total	\$ 216,000	\$ 144,000	\$ 72,000				
Drop-in Revenue:							
Regular Facility Drop-Ins	\$ 69,000	\$ 51,750	\$ 17,250	40 (30-I, 10-II) people/day, 345 days / year, \$5 blended rate			
Total	\$ 69,000	\$ 51,750	\$ 17,250				
Child Minding Services:							
Drop Ins	\$ 86,250	\$ 86,250	\$ -	25 children / day, 345 days / year, \$5/child			
Party Rentals	\$ 48,000	\$ 48,000	\$ -	10 parties per week, \$100 per party, 48 weeks / year			
Total	\$ 134,250	\$ 134,250	\$ -				
Field House:							
Youth Rentals (games and practices)	\$ 135,000	\$ -	\$ 135,000	50% of prime time (1,500 of 3,000) at \$90/hr			
Adult Rentals (games and practices)	\$ 99,000	\$ -	\$ 99,000	30% of prime time (900 of 3,000) at \$110/hr			
Special Events	\$ 6,000	\$ -	\$ 6,000	2 at 2 days / event, \$1,500/day			
Total	\$ 240,000	\$ -	\$ 240,000	, , , , , , , , , , , , , , , , , , , ,			
Lease Spaces:							
Sports Therapy Centre	\$ 48,744	\$ 48,744	\$ -	\$16/square foot, 2,708 sq.ft.			
Retail / Proshop	\$ 17,216	\$ 17,216	\$ -	\$16/square foot, 1,076 sq.ft.			
Concession	\$ 16,140	\$ 16,140	\$ -	\$20/square foot, 807sq.ft.			
Total	\$ 82,100	\$ 82,100	\$ -				

Sponsorship:				
Field House	\$ 3,500	\$ -	\$ 3,500	\$3,500/field house
Boards	\$ 6,250	\$ -	\$ 6,250	25 boards, \$500 net per board, 50% sales
Fitness / Party Rooms (2)	\$ 3,000	\$ 3,000	\$ -	\$1,500/room
Meeting Rooms (1)	\$ 1,500	\$ 1,500	\$ -	\$1,500/room
Fitness Centre	\$ 5,000	\$ 5,000	\$ -	\$5,000/centre
Total	\$ 19,250	\$ 9,500	\$ 9,750	
Meeting Room Rentals:	\$ 7,800	\$ 7,800	\$ -	5 rentals/week, 52 weeks/year, \$30/rental
Vending Machine Income:				
Food and Beverage				
Commission	\$ 10,476	\$ 5,940	\$ 4,536	see assumptions
Total	\$ 10,476	\$ 5,940	\$ 4,536	
Total Revenues	\$ 778,876	\$ 435,340	\$ 343,536	
Expenses				
Field House:				
Programs / Supplies / Repair	\$ 22,500	\$ -	\$ 22,500	industry average
Staff:			,	
FT Arena Operators (1)	\$ 40,000	\$ -	\$ 40,000	1 @ \$40,000/year
PT Arena Operators (1.5)	\$ 37,500	\$ -	\$ 37,500	1.5 @ \$25,000/year
Benefits	\$ 15,500	\$ -	\$ 15,500	20% of wages
Total	\$ 115,500	\$ -	\$ 115,500	
Fitness:				
Equipment Maintenance/Replacement	\$ 52,500	\$ 52,500	\$ -	15% of capital cost (\$275,000)
Staff:				
Rec Programmer (1.5)	\$ 52,500	\$ 52,500	\$ -	1.5 @\$35,000

Fitness Appraisers (2)	\$ 50,000	\$ 50,000	\$ -	2 @ \$25,000
Benefits	\$ 20,500	\$ 20,500	\$ -	20% of wages
Total	\$ 175,500	\$ 175,500	\$ -	
Facility Operations:				
Manager	\$ 65,000	\$ 65,000	\$ -	1 @ \$65,000
Customer Service				
Attendants (2)	\$ 50,000	\$ 37,500	\$ 12,500	2 (1.5-l, 2-ll) @ \$25,000
Benefits	\$ 23,000	\$ 20,500	\$ 2,500	20% of wages
Insurance/Legal/Accounting	\$ 15,000	\$ 10,000	\$ 5,000	industry average
General Operations Misc.	\$ 10,000	\$ 5,000	\$ 5,000	industry average
Janitorial	\$ 64,350	\$ 51,150	\$ 13,200	\$1.65/sq.ft., 39,000sq.ft. (31-I, 8-II) for applicable areas
Contracted Services				
General (snow clearing,				
HVAC, garbage, etc)	\$ 25,000	\$ 15,000	\$ 10,000	industry average
Capital Reserve	\$ 120,000	\$ 75,000	\$ 45,000	1% of capital replacement value
Utilities	\$ 291,992	\$ 162,924	\$ 129,068	\$4.00/sq.ft., 72,998sq.ft. (40731-I, 32267-II)
Total	\$ 664,342	\$ 442,074	\$ 222,268	
Total Expenses	\$ 955,342	\$ 617,574	\$ 337,768	
·				
Net Operations	\$ (176,466)	\$ (182,234)	\$ 5,768	
·	. , , ,		,	
Recovery on Operations	81.5%	70.5%	101.7%	